

Innovation in public services - empower citizens with mobile applications to foster administrations modernization

Prepared by Clément Jullien, BearingPoint France

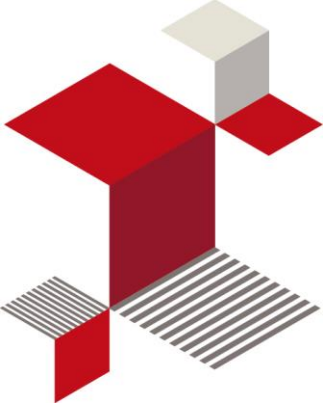
5th November 2013



eGovernment-Symposium



BearingPoint[®]



Contents

- A new approach to State reform
- Some explanations and matters to keep in mind
- A matrix to single out appropriate processes
- Three different examples to illustrate the concept
- Conclusion

A new approach to State reform has emerged in Europe in the last 3 years

From traditional centralized reforms



- A **top down centralized** approach from civil servants
- An **administrative process** followed ,with different phases
- Citizens were **scarcely associated** through surveys work **groups or panels**
- **Low use / defiance** vis-à-vis social networks
- Mobile applications are seen at best as a **way to communicate**

To co-constructive approaches



- A **co-creative approach** from top and down
- Multiple **iterations between stakeholders**
- Citizens can be associated **right from the start** on the principles of the reform
- High use of **social networks** and **collaborative platforms**
- Mobile applications **are at the heart** of the different steps of the reform

Why has this new approach gained momentum ?

Three main reasons explain the success of the new approach as we try to analyze the potential risks

1 IT IS MORE EFFECTIVE

- Citizens ideas make valuable additions and ensure that the reform is suited
- The approach is tested right from the start and enables to anticipate coming issues
- As thousands out of millions of citizens can be associated, they are transformed in potential ambassadors of the reform

2 IT COSTS LESS

- Each phase of the reform can be monitored
- Deployment in particular can be anticipated and will be more predictable
- Technology used to support co-creation and co-construction are now inexpensive compared to traditional ways of interacting with citizens (panels, focus groups,...)

3 BECAUSE CITIZENS ASK FOR IT

- There is strong for appetite on the citizens part to contribute to State reform
- Citizens are now used to co-creation and co-construction for commercial purposes
- Young people do not refuse to contribute, they just need proper ways to interact

- **Training and support of civil servants is key to fully adopt the new paradigm (for instance how to handle social networks)**

- **Agility to react is key and can be fatal if not enforced**

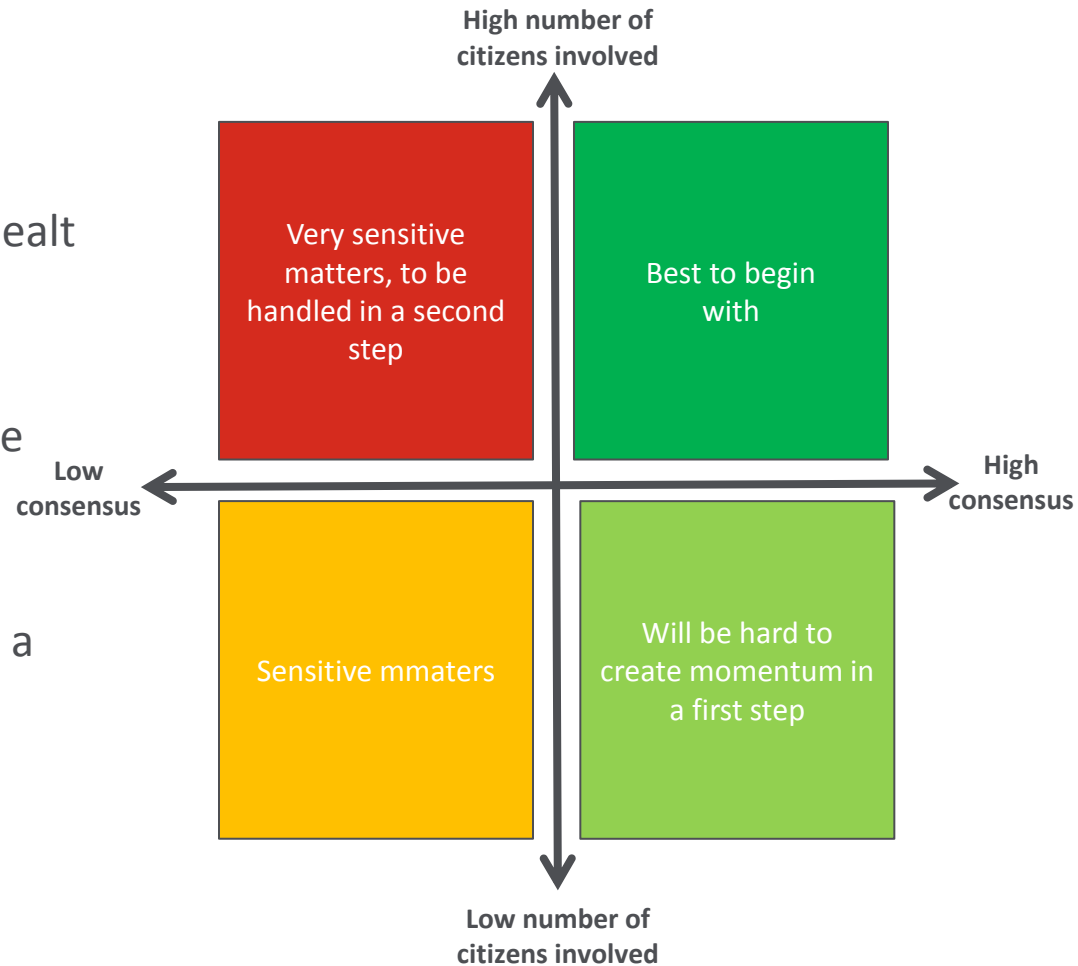
- **If not rooted deep into an upstream plan, the contribution can be thin as well**

- **ROI : Risk of Ignoring**

It is nevertheless necessary to harness the power of mobile interactions with citizens and proceed step by step

Our recommendation would to go step by step and tackle first the easiest processes

- Not all processes / reforms are suited to be dealt with collaborative approach at launch
- Our recommendation would be to analyze the process tackled thru a matrix
- Some controversial matters should tackled in a second phase



Three examples from France will now illustrate the concept

Two cases from the Public Sector and one original model from the banking sector



data.gouv.fr BETA
INNOVATION · TRANSPARENCE · OUVERTURE



**CA STORE, LE PREMIER SITE
D'APPLICATIONS BANCAIRES CO-CRÉÉES**

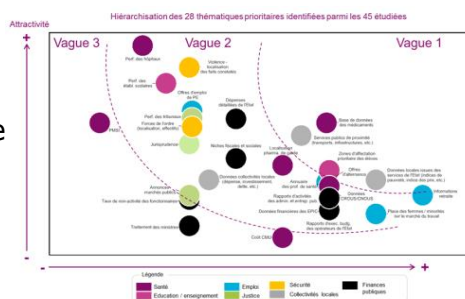


faire simple
Innovons, simplifions

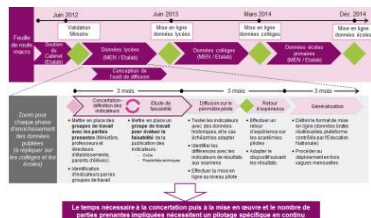
First, open data with the launch of data.gouv.fr, part of the PM office (1/2)



A thorough analysis of key matters of interest



A comprehensive roadmap for high value datasets



10 cases for change enabling datasets publishing and application development

First phase – What we did

- Draw a list of matters of interest
- **Design a method to rank the value of the datasets**
- Set-up of an **open data road map** including major barriers
- Detailed action plans including **specific cases for change**

First phase – What citizens did

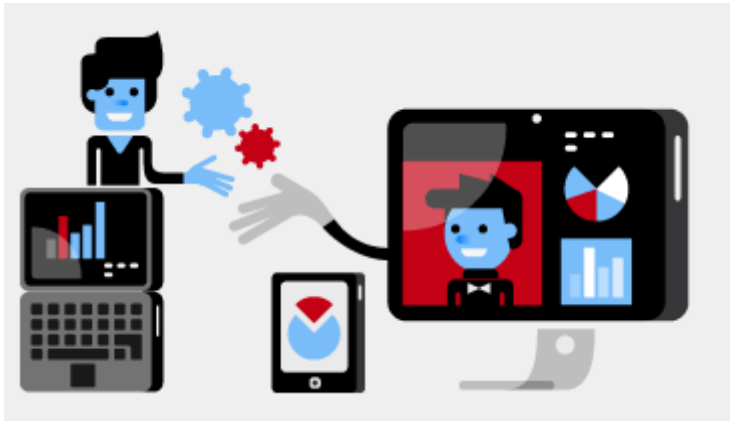
- Rank the list of matters of interest ; add new ones
- **Give feedback on citizens, businesses and administration matters**
- Discuss on the road map and propose changes
- Interact with the different stakeholders

Once opened, data.gouv.fr provided relevant data to fuel mobile apps (2/2)



data.gouv.fr BETA
INNOVATION · TRANSPARENCE · OUVERTURE

dataconnexions 2012
LA COMMUNAUTÉ DE L'INNOVATION



Second phase – What we did

- Create a dedicated community to link data users and administrations
- Link the community with Proxima mobile, the French government official mobile apps portal
- Launch competitions to foster mobile applications creation

Second phase – What citizens did

- Contribute on the dedicated communities including making pressure on the administrations upolding data
- Creation of dozens of applications by citizens taking advantage of the new data

Our second example is from the banking sector with a unique model (1/2)

The launch of Credit Agricole Store was based on a situation that can be shared by many Administrations



A shared acknowledgement

- ✗ A very reduced number of applications
- ✗ Very low innovation
- ✗ Months of development, high costs for apps
- ✗ Low customer satisfaction

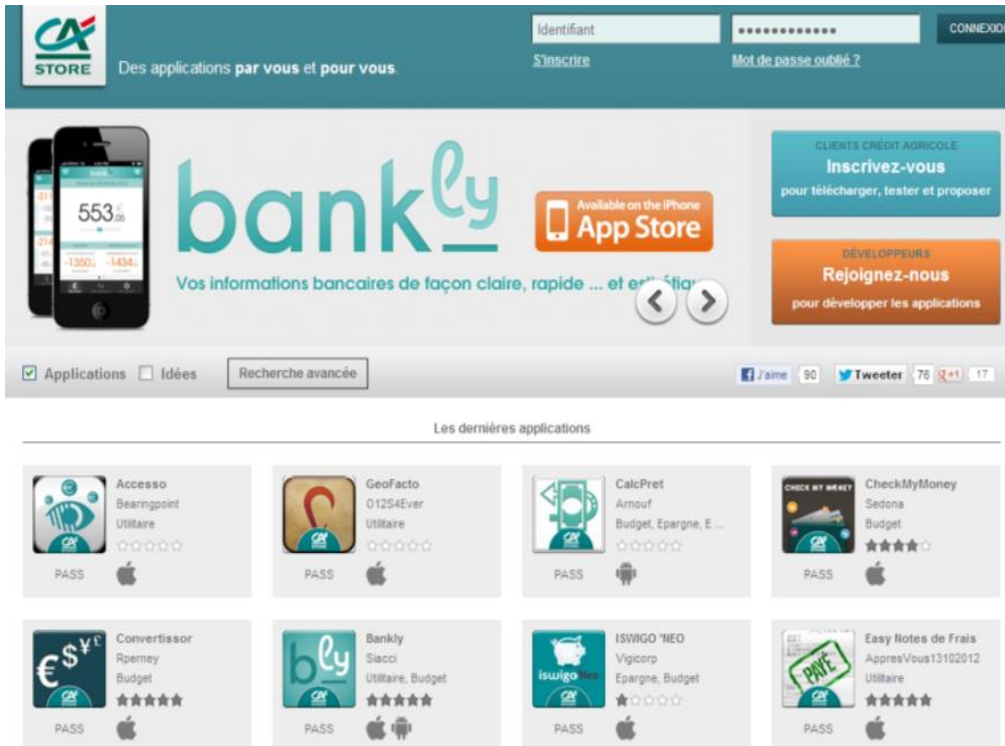


A bold move

- Crédit Agricole decided to launch its own App Store
- An open community of developer was set-up
- Credit Agricole bank customers can make their banking data available to apps thru secured processes

CAStore sets the direction for other sectors (2/2)

A bold move turned into success



- ### First lessons learned
- ✓ We have developed **external apps based on internal client data for the first time in Europe** (multiplatform apps for 20M customers for a major bank)
 - ✓ We have resolved **security issues** to secure access to sensitive client data
 - ✓ We have **drastically reduced Time To Market** for new digital services by providing access to the most advanced community of developers. (from 1 app in 2 years until 18 apps in less 6 months)
 - ✓ We have designed **an innovative business model** where our client has no investment

Our last example comes from the French Modernisation Agency

The extent of the project is huge : more than 300 processes tackled

faire simple
Innovons, simplifions

TOUTES VOS IDÉES
Participez pour améliorer le service public

LA FABRIQUE DE SOLUTIONS
Concevons ensemble des solutions

LES MESURES ENGAGÉES
Plus de 200 mesures déjà engagées

Le Pass' entrepreneur
Construisons ensemble le meilleur outil pour vous accompagner, de la création au développement de votre entreprise.

[VOIR TOUS LES SUJETS DU MOMENT](#)

- A **key reform** announced by the French President is the “**simplification shock**” aiming at reducing administrative burden
- A project managed by the French Modernization Agency (SGMAP)
- In order to achieve results, citizens are associated thru a **broad range of means including mobile interactions**
- A project interesting by its size with **already 200 simplification measures already enforced** for private citizens and businesses

To conclude, our convictions on mobile applications

- ✓ In order to release the full innovation potential of it, mobile applications should not be part of a top down approach
- ✓ Tackle internal organization and processes to align them in term of agility first
- ✓ Launch it internally and associate people from the inside
- ✓ Single about adequate matters to develop mobile application and proceed step by step

Questions ?

BearingPoint®

Clément Jullien

BearingPoint Paris Office

Immeuble Le Galilée

Paris La Défense

France

M +33 6 21 01 07 24

www.bearingpoint.com

Clement.jullien@bearingpoint.com

Thank you / Merci !



BearingPoint®